

2002 - 2005 STRATEGIC PLAN

Chicago Area Council
Boy Scouts of America

Boy Scouts of America Mission Statement

- The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetime by instilling in them the values of the Scout Oath and Law.

Boy Scouts of America Vision Statement

The Boy Scouts of America is the nation's foremost youth program of character development and values-based leadership training.

In the future Scouting will continue to:

- Offer young people responsible fun and adventure;
- Instill in young people lifetime values and develop in them ethical character as expressed in the Scout Oath and Law;
- Train young people in citizenship, service, and leadership;
- Serve America's communities and families with its quality, value-based program.

Strategic Plan Steering Committee

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PROPERTIES ASSETS STUDY

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PRESENTATIONS & SALES

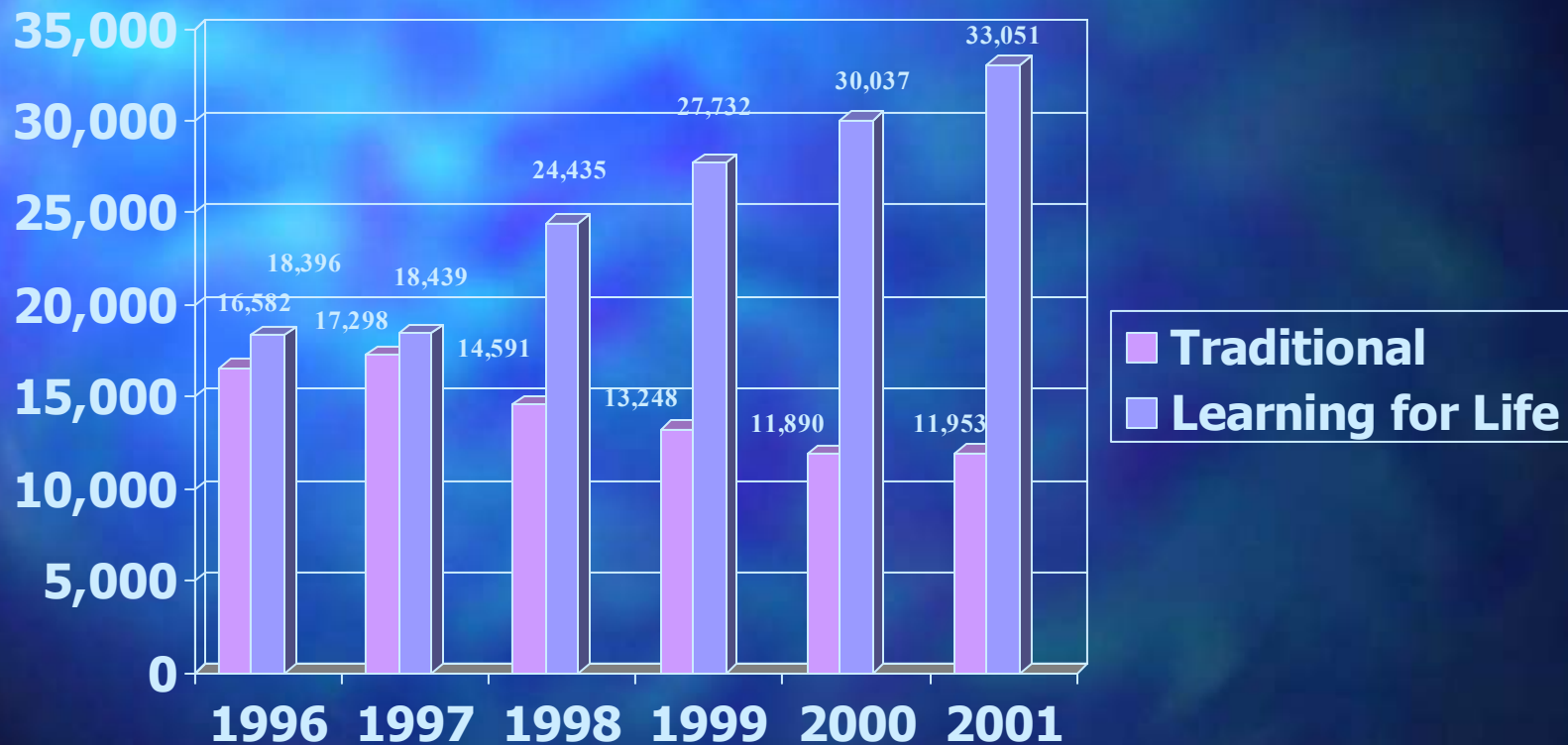
Camilla Moore

Membership Sub-Committee

■ Critical Issues:

- ***Over 30% decrease in overall traditional membership within the past five years.***
- Due to the transition of traditional membership to the Learning for Life (LFL) subsidiary in 1997, the traditional Venturing program has experienced an 82% decrease in membership.
- ***The Tiger Cub program has declined over 20% since 1997. The council has not been successful in reaching the first grade market.***
- While the school-based LFL programs have grown substantially over the past five years resulting in a 46% increase in youth served, the work-site based Exploring program of LFL has declined by 43%.

Traditional Membership And LFL Participants For 1996-2001



1996-1997 Exploring Included in Traditional Totals

Membership Sub-Committee

■ Recommendations:

- Achieve 30% growth in traditional units by the end of 2005 with an emphasis on organizing Cub Scout Packs and Venturing Crews. Conduct quarterly new unit “blitz weeks” and bi-annual “Together We Organize” programs for major religious and civic groups.
- Achieve a 20% growth in traditional membership by the end of 2005 with a special emphasis on Tiger Cubs and Venturing recruitment.
- ***Expand council level initiatives with outside agencies such as the Catholic and Chicago public school systems, Chicago Housing Authority and major religious institutions.***
- Increased emphasis on retention of youth in the program.
- ***Develop effective Council Membership/Relationships Committee to support District Membership/Relationships Committee.***
- Review and evaluate the Sea Scouting program.

Scoutreach Sub-Committee

■ Critical Issues:

- *At-risk youth represent over 50% of the council's total available youth. However, the council only serves 2.4% of that population.*
- Lack of adult volunteers and high turnover of unit leadership has resulted in unit drops.
- Scouting's poor visibility within socio-economically disadvantaged communities of the council has been an obstacle in the ability to recruit youth into the program.

Scoutreach Sub-Committee

■ Recommendations:

- Achieve 20% growth in traditional membership and units by the end of 2005.
- ***Have an effective Scoutreach Committee comprised of 10 to 15 community and business leaders to meet quarterly and provide direction to the Scoutreach Initiative.***
- Provide funding resources to sustain special programs in these at-risk communities.
- ***Hire and train 10 program aides (minority college students serving as Scoutmasters and Cubmasters at 20 hours a week for 45 weeks per year.***
- Recruit a marketing sub-committee to promote Scouting through all forms of media with minority networks.

Quality Program

[Advancement Sub-Committee]

- Critical Issues:

- *Cub Scout program is 58 % below the national standard for advancement. The Boy Scout program is 35% below the national standard.*
- Training has been ineffective in preparing unit leaders to utilize the advancement programs.
- Shortage of Merit Badge Counselors has presented obstacles for Scouts to work on badges.

Quality Program

[Advancement Sub-Committee]

■ Recommendations:

- Work with and through training committee to provide knowledge base for the components of the advancement programs implemented in all training courses within one year.
- ***Work with and through training committee to impart the importance of recognition and awards for youth and adults in membership retention and positive reinforcement for future advancement.***
- Establish a council wide Merit Badge Midway within two years to promote merit badges not found in summer camps.
- Maintain accurate advancement records by inputting advancement data into the Scoutnet program to start immediately.
- Establish a council baseline for advancement in 2002 and in subsequent years increase the overall percentage of youth advancement to make progress in reaching the National Standard for each program.
 - Increase Cub Scouting advancement 7% per year
 - Increase Boy Scouting advancement 5% per year

Quality Program

[Camping Sub-Committees]

■ Cub Scout Critical Issues

- *Percentage of Cub/Webelos Scouts registered in day camp/resident camp/family camp is 67% below the national standard.*
- Adult leaders are not incorporating the camping component effectively into their programs.

■ Boy Scout Critical Issues

- *Percentage of Boy Scouts registered in long-term camp is 20% below the national standard.*
- Shortage of troop leadership prevents some units from attending camp.

Quality Program

[Camping Sub-Committee]

■ Cub Scout Recommendations:

- *Develop and implement a plan to build a Cub World that would include four theme areas with winterized program buildings and sleeping facilities.*
- Identify and recruit a program chairman for the Hoover Committee. This person should be knowledgeable about barrier free camp operations. Boy Scout and Cub Scout camping with the ability to market the property. To be completed within one year.
- Promote usage for long weekends, spring breaks and holidays using campmaster corps for program on weekends and self-directed programming for mid-week.
- Expand or add additional archery and BB-gun range to accommodate more than 30 Scouts at a time within two years.
- Contact Metra to explore possibility of adding a stop in Yorkville as they extend the line westward.
- Update the Conservation Plan utilizing the services of the Illinois Nature Preserve Commission within three years.

Quality Program

[Camping Sub-Committee]

■ **Boy Scout Recommendations:**

- Upgrade COPE Course to include climbing tower or wall.
- Expand hiking and horseback trails by re-establishing the trail committee as a sub-committee of the Owasippe Committee. Create an adopt-a-trail program for units and OA. Tie trail maintenance to campership program or Baden Powell Award.
- Develop an improved, simplified program for council to provide transportation to/from camp for units that cannot provide their own transportation.
- Expand information available to explain “Open Scheduling” to OSR leaders. Emphasize proper planning and inform of changes in schedule and instructors. Limit attendance in specific merit badges to reduce overcrowding.
- Draft and publish updated syllabus/plan and description for Adventure Patrol that may include more involvement by unit leader.
- Evaluate alternatives to current leader fee structure that may provide best tradeoff between revenue, attendance and satisfaction.
- Reorganize camp opening by staff to focus on program preparation, training and organization prior to week one. Take more time to close camp thus allowing for a more orderly opening and eliminating the feeling that week one is of lower quality.

Quality Program

[Camping Sub-Committee]

■ Boy Scout Recommendations Continued:

- *Begin camp promotion at the time of program kickoff with "How To" guides and website support. Mail promotional material to all Scout families early in program year to produce groundswell of support for sending the unit to camp.*
- *Address units that don't attend summer camp because of a prior negative experience by conducting a unit inventory, adding DE's to camp staff to foster better communication tracking unit satisfaction with an ongoing database.*
- Establish a support system that will allow units with minimal leadership to join forces with a like unit to share leadership responsibility to attend camp.
- Establish goals for increasing diversity of staff.
- Review, revise and update campership program that will provide more opportunity for use. This should be done prior to summer 2003.
- Expand hiring opportunities for summer staff by increasing reach into college job fairs, postings in Muskegon/Whitehall area, direct mail and phone solicitation of past staff and Scoutmasters and increasing wages.
- Provide more district level camping events that provide a regular opportunity to build/strengthen a unit camping program by inter-unit networking, relationship building and resource sharing (adult leadership).

Quality Program

[Camping Sub-Committee]

■ **Boy Scout Recommendations Continued:**

- Develop innovative methods to secure donated camping equipment to support the needs of units that lack equipment to sustain an outdoor program.
- Establish a transportation resource that would provide transportation for district level events via chartered bus and/or van rental at a discounted rate for troop camping.
- Publish a guide for unit leaders of locations available for troop camping within driving distance of metropolitan Chicago.
- Develop a plan to support charter organizations in their recruitment of unit leadership and to provide training that will serve as a foundation to a strong camping program.

Quality Program

[Training Sub-Committee]

■ Critical Issues:

- ***Only 50% of top unit leaders are recorded as being trained. Training record keeping has been inconsistent resulting in poor knowledge of who has received training.***
- Training within the districts lacks uniformity.
- Communication within district structure has inhibited timely training of new leaders.

Quality Program

[Training Sub-Committee]

■ Recommendations:

- *Recruit adequate staffing of district training teams within 2 years.*
 - *Cub Scout Division* *Minimum of six trainers*
 - *Boy Scout Division* *Minimum of four trainers*
 - *Venturing Division* *Minimum of two trainers*
- Establish a column in the Scouter with abbreviated training schedule, listing dates and times for quick reference by readers within one year.
- Publish a fee schedule for distribution of district training teams outlining the costs for use of the council's various facilities for training purposes within one year.
- Maintain list of Council approved trainers using the "Applications for Trainer Staff Position" within one year.
- Maintain accurate training records by inputting district training data into the Scoutnet program to start immediately.
- Develop uniform training hand-outs within two years for:
 - Leader Essentials; Cub Scout, Boy Scout, and Venture Leader Specific Training; Introduction to Outdoor Leader Skills; Troop Committee Members; and Wood Badge.
- Establish a council baseline for training in 2002 of adult leaders trained in their respective positions, and in subsequent years increase the overall percentage of adult leaders versus trained leaders by 5% per year.

Organization & Personnel Sub-Committee

■ Staff Critical Issues:

- *Turnover of Unit Serving Executives has been too high.*
- Staff policy handbooks are out of date.

■ Board of Directors Critical Issues:

- Lack of top corporate leaders on board.
- Board has limited diversity.
- Lack of adequate personnel on the nominating committee.
- *Board needs an overhaul.*

Organization & Personnel Sub-Committee

- Staff Recommendations:
 - *Initiate an orientation program to help entry level applicants to better understand the attributes necessary for success as a unit serving executive.*
 - Better monitor new hires during the probationary period to evaluate potential for long term success.
 - Update the staff policy manuals for all staff.



Organization & Personnel

Sub-Committee



■ Board of Directors Recommendations:

- *Identify and recruit a strong nominating committee to give leadership to the board selection process.*
- Concentrate on recruiting individuals who are excellent fundraisers and who represent the diversity of Chicago.
- Recruit board members from senior management level of Chicago's largest companies.
- Recruit representation from organized labor.
- Conduct orientation session for new board members as needed.
- Update the by-laws to comply with Boy Scouts of America requirements.

Properties Sub-Committee

■ Hoover Outdoor Education Center Critical Issues:

- *Vast majority of use is by weekend campers - 75%.*
- Summer camp accounts for approximately 10% of usage.
- Outside group usage is approximately 15%.
- Market value of property is approximately \$20 million.
- ***Annual operating loss since 1995 averages \$250,000.***
- New subdivisions have been, or are being, built on both sides of the property.
- ***Major infrastructure problems - ie. Electric, water, roofs, vehicles (approx. \$300,000 - \$500,000).***

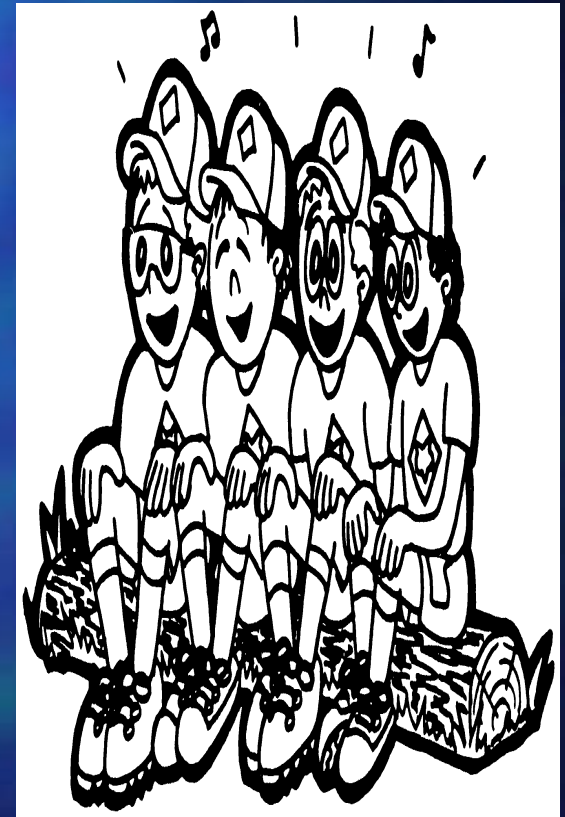
■ Owasippe Scout Reservation Critical Issues:

- ***Since 1995, the Chicago Area Council Scout usage has dropped from 57% of total attendance to 45%-48%.***
- ***Summer usage accounts for 97% of total usage of which 10% are non-Scout campers.***
- Weekend usage (May-October) accounts for 3% of usage.
- Market value of property is currently unknown (estimated at \$10-\$20 million).
- ***Annual operating loss since 1995 averages \$321,000.***
- Major infrastructure problems, ie. Electricity, phone, water, roofs, replacement of burned buildings, removal of abandoned buildings, (approx. \$1.5-\$3 million).

Properties Sub-Committee

[Hoover Outdoor Education Center]

- Recommendations:
 - *Dispose of property to a real estate developer.*
 - *Negotiate a 25-year lease for Camp Kiwanis with Cook County Forest Preserve.*
 - Continue to operate Hoover until new facility is operational.
 - *Develop facilities at Kiwanis to support program usage:*
 - Caretaker residence, shop, and equipment storage;
 - Kitchen facilities (move equipment from Hoover);
 - Short-term cabin camping facilities; and
 - Cub Scout World if permitted by CCFPD.



Properties Sub-Committee

[Owasippe Scout Reservation]



■ Recommendations:

- *Sell property to a conservation buyer.*
- *Sell property to a conservation buyer that will allow CAC to continue use.*
- *Operate Blackhawk for Chicago Area Council Scouts only for up to five years.*
- Operate other facilities during transition to support Blackhawk operations:
 - Food prep;
 - Maintenance;
 - Ranger residence;
 - COPE course;
 - Horse corral; and
 - Some of staff village.
- Discontinue all operations on the balance of the property immediately.
- *Determine whether to secure a replacement property in Illinois or encourage troops to attend other council camps. (If promoting use of other council camps-discontinue Blackhawk operations sooner rather than later.)*

Properties Sub-Committee

[Owasippe Scout Reservation]



- Recommendations Continued:
 - *Collaboration with other Boy Scout Councils to utilize/lease their camp.*
 - *Collaboration with other non-profits for facilities use.*
 - *Provide additional financial support to CAC youth for camping opportunities.*

Finance Sub-Committee

- Critical Issues:

- *Change in charitable giving philosophy as it relates to the Boy Scouts of America has resulted in decreased support.*
- *Lack of corporate leadership on council fund raising events has prohibited committee growth and stability.*

Finance Sub-Committee

■ Recommendations:

- Marketing must become an overall focus of the total fundraising effort.
- ***Develop an active and dynamic Council Finance Committee.***
- ***Identify and recruit a high profile, well-known and respected business leader to serve as Vice President of Finance.***
- Institute the following points as minimum standards for unit financial involvement and commitment to Friends of Scouting (FOS) and Popcorn Sale program:
 - Start the program year with a commitment to have a unit FOS Chair and Popcorn Chair;
 - Tell parents the expectation of FOS when they join program;
 - Train unit chairs;
 - Insist that all cards are returned and that there is follow-up with families that did not attend the presentation;
 - Recognition and/or reward for units that have 100% participation.
- Increase Board FOS minimum gift to \$2,500 in 2003. Current Board members capable of a \$5,000 gift in year 2003 should establish at that level.

Finance Sub-Committee

■ Recommendations Continued:

- Increase Board FOS minimum gift of \$2,500 by \$500 each year starting in 2004. This transition period is for present Board members only.
- ***Remake the Board of Directors to allow for more financial support starting with 2002 nominating process. New Board Members are asked for a minimum annual gift of \$5,000. All gift minimums are on a give or get basis.***
- Focus on growth industry for future revenue: Insurance & Healthcare and Food & Beverage.
- Develop and present a project sale program. Recruit a Council Vice Chair for Project Sales.
- Renew the endowment focus in 2002 by hiring an Endowment Director.
- Share foundation prospects with Executive Board with a presentation at a Board meeting in 2002.
- Recruit more community leaders to the Foundation Committee.
- Propose a Board Resolution to forgive the inter-fund loan in 2002.

Marketing Sub-Committee

■ Critical Issues:

- *Poor public visibility of traditional Scouting and Learning for Life programs within media, corporate environment and communities.*
- *Issue of Scouting membership guidelines misrepresented in media resulting in negative feedback.*
- *Lack of a council wide Marketing Committee to support an integrated council and district positive publicity plan.*

Marketing Sub-Committee

■ Short Term Recommendations:

- *Recruit a committee chairperson.*
- *Recruit 10 to 12 professionals to serve on the committee.*
- *Communicate the value of Scouting, present and future, to the widest possible audience.*
- *Increase visibility of Scouting Programs by utilizing all relevant earned and paid media vehicles.*
- Train district leaders in marketing and communications, including crisis management.
- Provide local volunteers with the knowledge and tools to tell Scouting story to potential recruits and the media.
- Improve communication and information flow between national, area and council. Strive for two way communications.

■ Long Term Recommendations:

- Re-establish relationships with media outlets:
 - Mainstream media
 - Neighborhood publications
- Identify earned media opportunities: opinion editorials; letters to the editor; public service announcements; community newsletters; church bulletins; corporate newsletters; and association newsletters.
- Train volunteers to utilize earned media.
- Recruit a visible spokesperson - not necessarily the committee chair.
- Identify potential sponsors for marketing materials.
- Commit more professional staff time to marketing.